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Identifiers-*Reference and Research Library Resources Program

The New York State Reference and Research Resources Program (3R's) is a statewide program designed to serve the research community by ensuring speedy access to advanced research library materials for students and faculty in institutions of higher education, as well as for research workers in business and industry in the State. The program was inaugurated in 1966 by a legislative appropriation and is administered by the New York State Library, Division of Library Development, Bureau of Academic and Research Libraries. This general description of the program covers: (1) the historical background; (2) the 3R's systems; (3) financial support; (4) statewide projects, including facsimile transmission (FACTS), the New York State Interlibrary Loan Program (NYSILL), the "New York State Union List of Serials," and electronic data processing; (5) current programs; and (6) future plans. Appendixes include a bibliography of 3R's studies and the Commissioner's "Regulations for the Registration of Library Reference and Research Resources Systems". (Author/JB)

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THE 3R'S

Reference & Research Resources

LIBRARY SYSTEMS

ERIC/CLIS
NOV 3'69
UNIVERSITY OF MINNESOTA

The University of the State of New York
THE STATE EDUCATION DEPARTMENT
Division of Library Development
Albany, New York 12224

LI 001792

THE 3R'S:

REFERENCE AND RESEARCH LIBRARY RESOURCES

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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June 1969

The University of the State of New York
The State Education Department
Division of Library Development
Albany 12224

THE UNIVERSITY OF THE STATE OF NEW YORK

Regents of the University (with years when terms expire)

1984 Joseph W. McGovern, A.B., LL.B., L.H.D., LL.D., D.C.L.,
Chancellor - New York

1970 Everett J. Penny, B.C.S., D.C.S.,
Vice Chancellor - White Plains

1978 Alexander J. Allan, Jr., LL.D., Litt.D. - - - - - - - - - - - - Troy

1973 Charles W. Millard, Jr., A.B., LL.D., L.H.D. - - - - - - - - - Buffalo

1972 Carl H. Pforzheimer, Jr., A.B., M.B.A., D.C.S. - - - - - - - - Purchase

1975 Edward M. M. Warburg, B.S., L.H.D. - - - - - - - - - - - - - New York

1977 Joseph T. King, LL.B. - Queens

1974 Joseph C. Indelicato, M.D. - - - - - - - - - - - - - - - - - Brooklyn

1976 Mrs. Helen B. Power, A.B., Litt.D., L.H.D. - - - - - - - - - - Rochester

1979 Francis W. McGinley, B.S., LL.B., LL.D. - - - - - - - - - - - - Glens Falls

1980 Max J. Rubin, LL.B., L.H.D. - - - - - - - - - - - - - - - - - New York

1971 Kenneth B. Clark, A.B., M.S., Ph.D., Litt.D. - - - - - - - - - Hastings on Hudson

1982 Stephen K. Bailey, A.B., B.A., M.A., Ph.D., LL.D. - - - - - - - Syracuse

1983 Harold E. Newcomb, B.A. - - - - - - - - - - - - - - - - - - - Owego

1981 Theodore M. Black, A.B. - - - - - - - - - - - - - - - - - - - Sands Point

President of the University and Commissioner of Education (Acting)
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John A. Humphry

Director, Division of Library Development
Jean L. Connor

THE 3R's: REFERENCE AND RESEARCH LIBRARY RESOURCES

INTRODUCTION

The New York State Reference and Research Resources Program is a statewide program designed to serve the research community. Ostensively, the ultimate goal is to ensure speedy access to advance research library materials for students and faculty in institutions of higher education, as well as for research workers in business and industry in the State. The program, widely known as the 3R's, was inaugurated in 1966 by a legislative appropriation and is administered by the New York State Library, Division of Library Development, Bureau of Academic and Research Libraries.

Since World War II, radical changes and great strides have been made in the field of education, accompanied in recent years by an explosion of knowledge. In turn, the educated community has increased on all levels, perhaps most graphically illustrated by burgeoning college and university enrollments. Libraries have felt the impact of these events, and the days of library self-sufficiency and attempted comprehensiveness have passed as a result of the proliferation of materials emanating from the publishing world, and the growing demands for access and service. Commissioner James E. Allen, Jr. was very conscious of the implications that these changes posed for library service in New York State, and in 1960, he appointed a high level committee representing higher education, government, business and industry, and libraries, to study the problem. The charge to this committee was to ascertain how the future research library needs of the State could best be met.

HISTORICAL BACKGROUND

The Commissioner's Committee on Reference and Research Library Resources issued its report in December 1961, and it is in this report that the fundamental principles of the 3R's program are found. It was stated that reference and research needs in the State could best be served by building on existing strengths, with which New York State is richly blessed, and by incorporating these resources into a cooperative network. Great emphasis was placed on the concept of total library service, that is, college, university, public, private, and special libraries must join efforts to support the needs of the advanced research library user. The committee was also

cognizant that regardless of what type network evolved, it must have maximum flexibility and be adaptable to today's changing technology. It was recommended that the program be developed on two levels, State and regional. The State level should encompass activities that demand statewide action. At the regional level,it was recommended that reference and research systems, composed of academic, public, and private libraries,be established and patterned after the design of the public library systems. The public library systems have served the general library needs of the State well, but are not adequate to fulfill the demands of college students and the scientific and professional research community.

Beginning in 1962,Nelson Associates was commissioned by the Division of Library Development to undertake several studies analyzing the proposals set forth in the Commissioner's Committee report. The first was *A Reference and Research Library Resources Plan for the Rochester Area*. Though this study was confined to the seven counties in the Rochester region, many of the findings were applicable to other regional areas. The study recommended six fundamental requirements for a cooperative system: regional administrative organization, reciprocal loan privileges, enriched library resources, designated reference centers, a communication network, and rapid delivery service. It was recognized that some changes in the priorities of these recommendations would be necessary and dependent on the area of the State covered. It was never contemplated that one system should rubberstamp another, but rather, should develop to serve the needs of its immediate area. For a review of other studies undertaken during the early 1960's when the 3R's concept was building, please consult Appendix I.

Legislation to secure funding for a Reference and Research Resources Program was introduced from 1962 through 1965, but to no avail. Then on June 24, 1965,Governor Rockefeller convened the first Governor's Library Conference in New York State, with the result that in 1966 a legislative appropriation of $700,000 was made from the Governor's Executive Budget to launch the 3R's program.

THE 3R's SYSTEMS

Librarians in the State,encouraged by the Commissioner's Committee report, had been meeting and planning informally for

the establishment of 3R's systems. With the advent of funding in 1966, these plans became structured and today nine reference and research library resources systems cover the entire State. The 3R's systems include a network of college, university, special, and public libraries. The standards for the registration of the 3R's systems were enacted by the Regents, and govern such matters as system boundaries, minimum resources, and fiscal responsibility. The complete text of the *Commissioner's Regulations for the Registration of Library Reference and Research Resources Systems* will be found in Appendix II.

Each 3R's system is governed by an elected board of trustees, and though some librarians serve on the boards, lay people from the research community also are members; in fact, one system has an entirely lay board of trustees. A system's boundaries must encompass a population of at least 750,000, or not less than 10,000 square miles, and a 3R's system cannot divide an existing public library system. Membership in a 3R's system is open to libraries of profitmaking institutions, although only nonprofit institutions have voting rights. The dues structure is determined by each system to meet its needs. Each of the nine systems has employed an executive director, has staff, and has established headquarters. The 3R's systems are the following.

CAPITAL DISTRICT LIBRARY COUNCIL FOR REFERENCE AND RESEARCH RESOURCES
North College
Union College
Schenectady, New York 12308

Counties served: Albany, Fulton, Hamilton, Montgomery, Rensselaer, Saratoga, Schenectady, Schoharie, Warren, and Washington

CENTRAL NEW YORK REFERENCE AND RESOURCES COUNCIL
102 West Center Street
Canastota, New York 13032

Counties served: Herkimer, Madison, Oneida, and Onondaga

LONG ISLAND LIBRARY RESOURCES COUNCIL, INC.
Half Hollow Hills Community Library
55 Vanderbilt Parkway
Dix Hills
Huntington Station, New York 11746

Counties served: Nassau and Suffolk

NEW YORK METROPOLITAN REFERENCE AND RESEARCH LIBRARY AGENCY, INC.
11 West 40th Street
New York, New York 10018

Counties served: New York City, including all boroughs, and Westchester County

NORTH COUNTRY REFERENCE AND RESEARCH RESOURCES COUNCIL
73 Park Street
Canton, New York 13617

Counties served: Clinton, Essex, Franklin, Jefferson, Lewis, and St. Lawrence

ROCHESTER REGIONAL RESEARCH LIBRARY COUNCIL
Room 525
Hall of Justice
Civic Center Plaza
Rochester, New York 14614

Counties served: Livingston, Monroe, Ontario, Wayne, and Wyoming

SOUTH CENTRAL RESEARCH LIBRARY COUNCIL
Room 331, Sheldon Court
College Avenue
Ithaca, New York 14850

Counties served: Allegany, Broome, Cayuga, Chemung, Chenango, Cortland, Delaware, Otsego, Schuyler, Seneca, Steuben, and Tioga

SOUTHEASTERN (NY) LIBRARY RESOURCES COUNCIL
103 Market Street
Poughkeepsie, New York 12601

Counties served: Columbia, Dutchess, Greene, Orange, Putnam, Rockland, Sullivan, and Ulster

WESTERN NEW YORK LIBRARY RESOURCES COUNCIL
Buffalo and Erie County Public Library
Lafayette Square
Buffalo, New York 14203

Counties served: Cattaraugus, Chautauqua, Erie, Genesee, Niagara, and Orleans

FINANCIAL SUPPORT

In 1966-67, the initial year of funding, the 3R's received an appropriation of $700,000. In 1967-68 the budget was $850,000 and in 1968-69 it was increased to $1,215,000.

During 1968-69, $100,000 was made available for special project grants to the 3R's systems, in addition to grants to then for basic operational costs. Eighteen special project applications were submitted and reflected the varied interests and needs of the 3R's systems. However, with such limited funds only three were selected.

A COOPERATIVE ACQUISITION AND STORAGE CENTER, a pilot project submitted by the New York Metropolitan Reference and Research Library Agency, Inc. (METRO), was funded at $48,000.

CASC (same since changed to SHARES) "is designed to facilitate access to materials which are not available in the area or cannot for reasons of space, staff, or funds be made accessible beyond the individual library's primary audience. It would also obviate the duplication of infrequently used materials in libraries in the area."

A CENTER FOR REGIONAL RESOURCES INFORMATION, a project of the South Central Research Library Council, was funded for $17,000.

CRRI is designed as "a study to determine the methodology and practicality of establishing a data center for the acquisitions and diffusion of materials and information in all subjects relating to regional, county, urban, and rural planning."

A UNION CATALOG, a pilot project submitted by the Western New York Library Resources Council, was funded for $35,000.

The union catalog project is an attempt to provide bibliographic access to the resources of the region. It will be housed in the council headquarters and serve as a locating tool for the resources of the area, establish strengths and weaknesses of the Western New York region, and provide the basis for a coordinated acquisitions program.

STATEWIDE PROJECTS

FACSIMILE TRANSMISSION (FACTS)

The first statewide program under the 3R's was a pilot project in facsimile transmission. The program began in

January 1967 and was designed to provide rapid communications between libraries - an 8½" x 11" page could be transmitted via telephone lines in 4 to 5 minutes. Unfortunately, the project was ahead of its time, the equipment performed poorly, copy was frequently of inferior quality, and the volume of use did not justify the high cost. The project was terminated March 31, 1968.

THE NEW YORK STATE INTERLIBRARY LOAN PROGRAM

The New York State Interlibrary Loan Program is a statewide project which underscores the main philosophy of the 3R's. NYSILL, as it is known, was inaugurated in March 1967 as a pilot project in expanded interlibrary loan service. Its chief objective is to enable the serious library user over 18 years of age, college student, faculty member, scientist, and writer to have access to research materials regardless of his location in the State.

A network of libraries was formed to carry forth this project. The New York State Library is the hub of the operations, and contracts were made with three major public libraries and nine private libraries to backstop this program. The Brooklyn Public Library, the Buffalo and Erie County Public Library, and the Monroe County Library System serve as area referral libraries. The nine subject resource libraries are: The American Museum of Natural History, Columbia University, Cornell University, Engineering Societies Library, New York Academy of Medicine, The New York Public Library Research Libraries, New York University, and Union Theological Seminary. These 12 libraries are compensated for requests received and filled, and these supporting funds are part of the 3R's budget. Through this program many of the collections of the private libraries listed above were opened to general research for the first time.

Any undertaking of such complexity can anticipate problems, and during its first year NYSILL experienced its share. Many of these could not have been foreseen. However, despite this fact, the project was deemed worthy of continuance and Phase II began July 1968. The NYSILL Manual was revised, and many problems were solved,thanks to the cooperation of the operating staffs of the contracting libraries and the interlibrary loan librarians in the field. During Phase II,the volume of use has increased nearly 20 percent, thereby attesting to the soundness of the network's underlying principles. Future plans call for the computerization of some of the NYSILL procedures to facilitate the processing of requests.

NYSILL is a unique program for library users in New York State, for through this network, many advanced research library users have obtained access to research materials where before this advantage was only for the few.

THE NEW YORK STATE UNION LIST OF SERIALS

The *New York State Union List of Serials* is designed as a bibliographical instrument for the identification and location of extant serials in the major libraries in the State. It will aid the NYSILL network in an equitable distribution of interlibrary loan referrals, and serve as a prototype for the development of regional lists. The Master Checklist comprises the *SUNY Union List of Serials* and the *Central New York Union List of Serials*. The list will be developed in three phases and data collection for Phase I began in December 1968. The libraries contributing to Phase I are: The American Museum of Natural History, Engineering Societies Library, The New York Public Library Research Libraries, New York State Library, Teacher's College, and Union Theological Seminary. The development of the *New York State Union List of Serials* has been contracted to the State University of New York Upstate Medical Center and directed by Professor Irwin Pizer, the editor of the *SUNY Union List of Serials*. The projected publication date is late 1969.

ELECTRONIC DATA PROCESSING

Theodore Stein Associates completed a study for a system design for a general purpose computer-based catalog maintenance for research libraries. This plan will probably be used in the new Mid-Manhattan Library of The New York Public Library.

The automation of the serials section of the New York State Library is underway and complete conversion is hoped for by 1971.

The future computerization of NYSILL procedures will facilitate the processing of requests. It is also noted that the completed conversion of the serials section of the New York State Library and the completion of the *New York State Union List of Serials* will substantially augment the data base available for the NYSILL network.

Currently the Bureau of Academic and Research Libraries is making a survey of all libraries in the State that are using electronic data processing techniques in their library operations.

CURRENT PROGRAMS

One of the outstanding accomplishments since the establishment of the 3R's systems has been the breaking down of artificial barriers between types of libraries. Librarians of a given area have had the opportunity to meet, some for the first time, to discuss their problems and their hopes.

Interlibrary loan has been a consistent priority program for all of the systems. Two regional NYSILL programs were funded in the Rochester and Western New York regions. However, reciprocal borrowing among institutions has increased in other areas, and the flow of materials has been greatly accelerated by the establishment of delivery systems by most of the councils. The Southeastern Council and the North Country Council have issued telephone credit cards to their members to facilitate the location of materials within their areas. Reciprocal borrowing by individuals is under consideration in several regions, and is an accomplished fact in the Western New York region for the faculties of member academic institutions.

Another priority of the councils has been to determine the resources of an area. In an attempt to gain some knowledge of what is available, several councils have published directories of libraries which give a brief indication of subject strengths in their regions. To further pinpoint resources, three councils have published union lists of serials, and three others have such a tool under consideration. Union catalogs are being developed in some areas, and those councils not engaged in such projects have committees studying the problem. The strengths and weaknesses of the various regions are being assessed by these means, and the results should provide a basis for coordinated and cooperative acquisition programs.

The South Central Research Library Council is the first to establish a bibliographic center for use by its member libraries. This center is located at Cornell University and will provide catalog information for materials in the Cornell collections, in addition to regular bibliographic data. Other councils have the establishment of such a center high on their priority lists.

The North Country and South Central councils have been actively engaged in newspaper preservation projects. The committees concerned have found many scarce and little-known items which will be of inestimable value to New York history collections. The North Country Reference and Research Resources

Council has contracted with the New York State Library for the microfilming of their newspaper collection, and work on this project is currently underway.

Two rather unique services are offered by the METRO and Rochester councils. METRO provides its members with a roster of consultants and will underwrite the fee for a 2- or 3-day visit. Rochester has inaugurated a translation service and a file of translations is being built up at the council headquarters. A listing of local translators is also available.

Many workshops have been conducted by the 3R's systems during their first 2 years of operation. The topics have been varied, and include government documents, grantsmanship, learning resource centers, microforms, and personnel. Studies have also been commissioned by some of the councils to obtain further insight into area needs. It is by means such as these that the 3R's systems have begun to serve the research community of the State and practice total library service.

FUTURE PLANS

The Reference and Research Resources Systems have built a foundation of service in their first 2 years. A look to the future foresees the further development of individualistic area programs to meet the growing research demands of the nine regions, and intersystem cooperation is almost certain to result from the expansion of total reference and research library service.

The spirit of enthusiasm, with which this program began, has been sustained, and the measure of cooperation among the varying types of libraries has been both encouraging and stimulating. By talking and working together, the librarians of New York State have formed a truly viable network to serve research needs. If the past can be used as a rule to measure the future, then the days ahead do indeed look bright; for it can be said that a great deal has been achieved in a relatively short time with limited funds, and a solid base has been forged on which to build for the future.

APPENDIX I

BIBLIOGRAPHY OF 3R's STUDIES

Supplementing the *Report of the Commissioner's Committee on Reference and Research Library Resources* and the *Proceedings of the First Governor's Library Conference* are a number of studies. At the request of the Education Department, Nelson Associates in 1962 made a regional study of Rochester, *A Reference and Research Plan for the Rochester Area*. Other studies include the following. Ralph T. Esterquest studied medical resources in the State, and the study is entitled *Strengthening Medical Library Resources in New York State*, 1963. The State Education Department contracted with Nelson Associates to study the State's obligation and responsibility in such a program. The findings were published as *Strengthening and Coordinating Reference and Research Library Resources in New York State*, October 1963. A study of the New York City area by Nelson Associates was published in 1963 as *Prospects for Library Cooperation in New York City*. At the invitation of the Nassau and Suffolk County library systems, Nelson Associates completed a study of these areas known as *Basic Problems and Possibilities for a Reference and Research Library Resources System in Nassau and Suffolk Counties*, April 1965. Felix Reichmann made a survey of Mid-Hudson Libraries and the Ramapo Catskill Library System, *Library Resources in the Mid-Hudson Valley*, 1965, for the purpose of extending the use of reference and research resources in this region. The Buffalo and Erie County Public Library, the Nioga Library System, and the Chautauqua-Cattaraugus Library System were studied by Nelson Associates in *Possibilities for a Reference and Research Library System in the Buffalo-Niagara Region*, April 1966. Also in 1966, the North Country area had a study done by Guy Garrison of the University of Illinois. Arthur D. Little, Inc. prepared a study in September 1967 relating the 3R's to the industrial community, *The 3R's Program: Meeting Industry's Informational Needs*. During 1968 Nelson Associates published three studies. In January in collaboration with Ralph Blasingame, Jr. they produced *The Long Island Council: A Program for Service*. *An Evaluation of the New York State Library's NYSILL Pilot Program* was issued in March, and in June, *The New York State Library's Pilot Program in the Facsimile Transmission of Library Materials: A Summary Report* was issued.

APPENDIX II

COMMISSIONER'S REGULATIONS FOR THE REGISTRATION OF LIBRARY REFERENCE AND RESEARCH RESOURCES SYSTEMS

§101-b. Reference and Research Library Systems

1. A reference and research library system means a duly chartered educational institution resulting from the association of a group of library systems, institutions of higher education, libraries, and other nonprofit educational institutions, organized to improve reference and research library service. Such institutions may be registered upon meeting the standards set forth in paragraphs 101-b and 101-c.

2. Membership in reference and research library systems:

a. The membership shall include at least four (4) chartered degree-granting institutions of higher education of the 4-year level, whose libraries meet the standards outlined in the latest edition of the Department publication, *Guidelines for Quality in College Libraries*, and

b. The membership shall include either,

(1) at least one chartered degree-granting institution of higher education offering graduate programs for the master's degree, whose library holds not less than 175,000 volumes and currently receives not less than 1,500 periodical titles, OR

(2) a public library which holds not less than 400,000 adult volumes and currently receives not less than 1,500 periodicals, and

c. The membership shall include all approved public library systems which are within the region served by the reference and research library system.

d. The system may set its own minimum standards for membership, except that

(1) any chartered institution of higher education whose library meets the standards outlined in the

Department publication, *Guidelines for Quality in College Libraries*, shall be eligible for membership, and

(2) any chartered institution of higher education whose library does not meet the standards outlined in the Department publication, *Guidelines for Quality in College Libraries*, may not be eligible for membership unless it submits to the Department a 5-year plan for the realization of the standards, the plan bearing the signed approval of the head librarian, the president, and the academic dean of the institution.

e. The member institutions of each system shall be broadly representative of the chartered educational agencies and nonprofit organizations providing library service to adults within the defined area of service to the system.

3. System boundaries:

a. The defined area of service of a system shall include not less than 750,000 persons, as based upon the latest approved Federal census, or not less than 10,000 square miles.

b. The defined area of service of a system shall not cut apart the area of service of an existing public library system.

c. The defined area of service shall be judged by the Commissioner to be a logical service area in relationship to the availability of information resources and services and in relationship to the area of service of other reference and research library systems.

d. The defined area of service shall include more than one county.

4. Trustees:

a. The board of trustees shall include some lay persons from the research community served by the system.

b. The board of trustees shall meet no fewer than six (6) times a year.

c. No trustee shall hold office consecutively for more than two full terms.

d. Before entering upon his duties, the treasurer of the system's board of trustees shall execute and file with

the trustees an official undertaking in such sum and with such sureties as the board shall direct and approve.

5. Reports:

The system shall submit an annual report to the Department in a form to be prescribed by the Department.

6. Plan of service:

a. Within two (2) years of the initial registration, the system shall submit a plan of service to the Department for approval, in a form to be prescribed by the Department, to cover resources and needs, proposed program, budget, contractual agreements, and any other information which the Commissioner may require.

b. The above plan of service must show how the system will improve and enlarge the library resources and services presently available in the area to the research community, including improved reader access.

c. The plan of service shall be revised periodically on a schedule to be determined by the Department.

d. The plan of service and program of the agency shall be reviewed by the Department after five (5) years and periodically thereafter. Continuance of registration shall be provided only if the system can demonstrate adequate, effective, and efficient performance under its plan of service, as judged by such factors as:

(1) All member institutions of higher education shall meet the minimum standards outlined in *Guidelines for Quality in College Libraries*.

(2) Local operating support of each of the member institutions by 1970 for library personnel and library materials shall be at least equal to the average of such support in the 2 years 1965 and 1966, plus 10 percent.

(3) Adequate personnel.

(4) Increase in library holdings.

(5) Increase in library use.

(6) Increase in reader access to library resources and services.

(7) Strengthened reference and informational services.

§101-c. Financial Accounting in Cooperative Library Systems and Reference and Research Library Systems

The following accounting procedures shall be employed by cooperative library systems and reference and research library systems.

1. The fiscal year of each library system shall begin with the first day of January and end with the thirty-first day of December, or at the option of the library system, shall begin with the first day of July and end with the thirtieth day of June.

2. No trustee, officer or employee of the system shall be interested directly or indirectly in any claim against or contract with the system except for lawful compensation and expenses. However, a trustee who is not the treasurer may be a stockholder, officer or director of a bank designated as depository for the system.

3. The board of trustees of every library system shall:

a. Appoint two separate accounting officers: a financial clerk and a treasurer who shall hold office at the pleasure of the board. The secretary of the library system board or the library system director may be appointed by the financial clerk. In the event that either of these officers becomes temporarily incapacitated, the board may appoint one of its members to serve temporarily either of these positions.

b. Provide satisfactory minute book for recording the minutes of the meetings of the board of trustees and the proceedings of the annual meeting of the participating libraries. In this minute book the secretary shall record the action of the board on all bills approved for payment or shall refer to a schedule of such bills by date, schedule number, and amount approved. This schedule shall be filed as a public record.

c. Provide the financial clerk with a distribution ledger in which he shall record itemized receipts and itemized payments, which shall be classified in each case as is required for the annual financial report.

d. Provide the treasurer with a cashbook in which he shall enter an itemized record of all receipts and payments.

e. Adopt a prenumbered receipt form printed in triplicate, and require the treasurer to acknowledge the receipt of any library funds paid over to his custody by issuing his receipt as follows: a copy to the payer, a copy to the financial clerk, and a copy to be retained by the treasurer.

f. Adopt a prenumbered voucher-check and require the use of this form in paying all system obligations except as otherwise provided in paragraph r. This form must provide for the signature of the treasurer and may provide for as many additional signatures as the board may require.

g. Adopt at least 30 days prior to the start of the ensuing fiscal year an estimate of receipts and appropriations (annual budget) on forms prescribed by the Commissioner of Education, and file such budget with the Department within 60 days thereafter.

h. Amend the budget at any time during the fiscal year and provide for appropriations from any additional revenues received.

i. Keep the incurred obligations in each fiscal year within the amounts authorized by the budget and amendments thereto.

j. Settle all accounts of the library system on or before the last day of the fiscal year.

k. Disburse library funds only on the basis of itemized vouchers which have been certified by the claimants and audited and approved by the board of trustees except as otherwise provided in paragraph r. However, the board of trustees may by resolution determine that vouchers may be audited and approved by a committee comprised of at least three board members or by an individual designated by the board as auditor. Any individual so designated may not hold the office of financial clerk or treasurer and shall be bonded with such penalty and sureties as the board may require.

l. Provide by resolution that amounts due upon contracts, for fixed salaries or for compensation of employees regularly engaged at agreed periodic rates, may be paid without prior audit upon submission to the treasurer of a voucher or payroll duly certified by the library system director or his duly authorized representative.

m. Establish rules and regulations governing the reimbursement of trustees, officers, and employees of the system and its member libraries for actual and necessary expenses incurred in the performance of official duties assigned by the trustees of the library system or in attending meetings designated by the library system board of trustees. In lieu of actual and necessary travel expenses, the trustees may establish a mileage rate for the use of personally owned automobiles.

n. Require the treasurer to render monthly reports, showing the following information for the guidance of the board: balance on hand at the beginning of the month; itemized list of receipts during the month; total withdrawals made from the bank account during the month; balance on hand at the end of the month; and reconciliation with the bank account.

o. Require a monthly report from the financial clerk showing amounts of receipts by source and expenditures by budget category for the month and year to date.

p. Cause an annual audit of the treasurer's records to be made either by a committee of the board or by an independent auditor.

q. Provide adequate filing equipment for the preservation and systematic arrangement of all paid and unpaid bills, cancelled checks, bank statements, debit charge slips, contracts, and other financial records.

r. At its discretion, establish a petty cash fund for the purpose of making payment in advance of authorization of properly itemized bills for materials, supplies or services furnished to the library system calling for immediate payment on delivery.

(1) whenever a petty cash fund is established, the board shall designate the director or the financial clerk of the system to administer and be responsible for such fund. No such fund shall exceed $50 at any one time.

(2) the person in charge of such petty cash fund shall keep such records as may be necessary for the accurate accounting of all transactions and shall make reports to the board of trustees as required by such board.

(3) from time to time checks may be drawn to the person designated to administer the petty cash fund in an

amount which shall not exceed payments made in cash as indicated by receipts, receipted bills or other evidence of payment in form available to audit.

(4) the petty cash fund shall be completely closed out at the end of each year and the general fund reimbursed by the original amount transferred to the petty cash fund.

s. The treasurer shall deposit all moneys within five days after receipt in a depository designated by the trustees. The trustees may authorize the treasurer to deposit or invest moneys not required for immediate disbursement in special time deposit accounts or certificates of deposit issued by a bank or trust company located and authorized to do business in this State, provided that such account or certificate of deposit shall be payable within the time the moneys shall be needed, and provided further that such account or certificate of deposit shall be secured by a pledge of obligations of the United States of America or obligations of the State of New York. Investments may also be made in obligations of the United States of America or of the State of New York, registered or inscribed, when possible, in the name of the system, and payable or redeemable at the option of the system within such time as the proceeds shall be needed, but in any event not later than the end of the fiscal year. Such obligations shall be purchased through, delivered to, and held in the custody of a bank or banker designated by the trustees for the deposit of system moneys.

4. The trustees of each library system shall file with the State Education Department, on forms provided by it, a financial report of the preceding fiscal year within 60 days of the close of such fiscal year.